

Office of the State Chief Information Officer

Enterprise Architecture

Developers Guide Version 1.1



April 2009

Revision History

REVISION HISTORY			
REVISION	DATE OF RELEASE	OWNER	SUMMARY OF CHANGES
Initial Release (v0.1)	1/21/2009	OCIO-LAM	EA template collection instructions for Technical and Business Templates
Initial Release (v0.2)	1/28/2009	OCIO-LAM	Incorporate Comments from EAC
Initial Release (v0.3)	1/29/2009	OCIO-LAM	Incorporate Comments from OCIO – Remove Service Reference Model
Initial Release (v0.4)	1/30/2009	OCIO-LAM	Incorporate Additional Comments from OCIO
Initial Release (v0.5)	2/2/2009	OCIO-LAM	Submission Section added.
Initial Release (v0.6)	2/17/2009	OCIO-LAM	EAC comments added.
Initial Release (v0.7)	2/23/2009	OCIO-LAM	OCIO Policy Committee comments and additional EAC feedback
Initial Release (v0.8)	3/06/2009	OCIO-LAM	Final review comments from OCIO and EAC
Initial Release (v0.9)	4/1/2009	OCIO-LAM	Final review comments from ITCEC
Initial Release (v1.0)	4/14/2009	OCIO-LAM	Ready for Publishing
Initial Release (v1.1)	4/29/2009	OCIO-LAM	Realigned BRM, TRM taxonomy to be consistent with FEA structure. Changes include pull downs in templates and Reference Models in the templates.

Approvals

NAME	ROLE	DATE

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EXECUTIVE SUMMARY

The Office of the State Chief Information Officer (OCIO) for the State of California provides leadership for the State's information technology programs and works collaboratively with other information technology leaders throughout state government. The OCIO's role, therefore, is as a strategic planner and architect for the State's information technology programs and as a leader in formulating and advancing a vision for that program.

There is a growing demand for the State of California to conduct its business differently. California has a significant challenge to redesign its business approaches and processes. Its greatest challenge is to implement an IT environment that supports a new business model, one that builds an IT infrastructure that connects agencies to each other and their customers, one which provides appropriate access to information from any place, at any time. This new business model includes: (1) coordinated service delivery across agencies; (2) citizen–centric one stop shopping; (3) more planned and coordinated partnerships with external organizations; and (4) streamlined administrative business processes.

The Enterprise Architecture (EA) is a process that can be used to facilitate these necessary changes within the state. Enterprise Architecture establishes the statewide roadmap to achieve the business mission and goals by improving the performance of its core business processes within an efficient information technology (IT) environment.

The EA process begins by having Agencies and departments work collaboratively to facilitate a unified vision that supports current and new business. The unified vision uses well established EA methods and frameworks developed by the National Association of State Chief Information Officers (NASCIO) and Federal Enterprise Architecture (FEA). This document provides Agencies and departments with the instructions needed for implementing these methods and frameworks in order to produce the blueprints needed for achieving this vision.

1 Introduction

1.1 Purpose

The OCIO prepared the Enterprise Architecture Developers Guide (EADG) to assist Agencies and departments in providing the information needed to establish the State of California Enterprise Architecture (SCEA). This EADG provides Agencies and departments with the instructions on how to use the OCIO provided tools for creating a consistent set of deliverables that model the Agencies and departments business and supporting technical infrastructure. The deliverables will be furnished to OCIO for refreshing the SCEA.

1.2 Background

As described in Government Code Section 11545, the Office of the State Chief Information Officer (OCIO) has responsibility for guiding the application of IT in California State government. This includes establishing and enforcing state IT strategic plans, policies, standards and enterprise architecture.

Key areas described in Section 2.3 of the May 15, 2008, *Supplemental Report of the 2007 Budget Act Item 0502–001–9730 1* (Supplemental Report) address refreshing the California Enterprise Architecture, and establishing standards for the development of Agency–level Enterprise Architecture.

As such the OCIO is taking an industry standards approach to refreshing the California Enterprise Architecture by adopting the NASCIO methods and the FEA framework.

NASCIO Methodology

NASCIO defines enterprise architecture as: Enterprise Architecture is a management engineering discipline that presents a holistic, comprehensive view of the enterprise including strategic planning, organization, relationships, business process, information, and operations.

Framework for Federal Enterprise Architecture

The FEA architecture framework is used to classify all architecture artifacts. The FEA is constructed through a collection of interrelated “reference models” designed to facilitate cross–agency analysis and the identification of duplicative investments, gaps, and opportunities for collaboration within and across State Agencies.

1.3 Roles and Responsibilities

While the OCIO anticipates refinement of the EA artifacts over time, the departments and agencies are encouraged to develop and submit the EA information in the form of the prescribed templates discussed below. Instructions for completing these templates are explained in Section 4, EA Development Tools Instructions.

1.3.1 Agency¹

Agencies will work with their respective departments to aid in documenting their business and technology. Agencies will be responsible for consolidating their respective department's relevant EA data and furnishing it in the rollup templates provided.

Each Agency at minimum is expected to submit the following templates to the OCIO in an EA Proposal Package:

[OCIO_004_Agency_Business_Rollup_Template.xls](#)
[OCIO_006_Agency_Technology_Rollup_Template.xls](#)

Each of their respective department's templates:

[OCIO_001_Business_Template.xls](#)
[OCIO_003_Technology_Template.xls](#)

1.3.2 Departments that report to an Agency Secretary

Each department is responsible for documenting their business and technologies by using the templates and instructions outlined in this document. Each department reporting to an Agency Secretary will submit the completed templates to their respective Agency.

[OCIO_001_Business_Template.xls](#)
[OCIO_003_Technology_Template.xls](#)

1.3.3 Constitutional Offices and other Entities

Constitutional Offices and other entities not reporting to an Agency Secretary will document their business and technologies by using the templates and instructions outlined in this document. Constitutional Offices and other entities not reporting to an Agency Secretary will also be responsible for consolidating relevant EA data and furnishing the information in the rollup templates provided.

¹ When capitalized, the term "Agency" refers to one of the state's super Agencies such as the State and Consumer Services Agency or the Health and Human Services Agency. When used in lower case, the term "agency" refers to any office department, board, bureau, commission or other organizational entity within state government. Within this document, "agency" and "department" are used interchangeably.

Each Constitutional Office and other entities not reporting to an Agency Secretary are at minimum expected to submit the following templates to the OCIO in an EA Proposal Package:

[OCIO 004 Agency Business Rollup Template.xls](#)

[OCIO 006 Agency Technology Rollup Template.xls](#)

[OCIO 001 Business Template.xls](#)

[OCIO 003 Technology Template.xls](#)

1.3.4 OCIO

The OCIO EA group will sponsor workshops and provide guidance to Agencies and departments for the development of their EA programs. OCIO EA Group will be responsible for consolidating the Agency and department submitted EA information and will refresh the California Enterprise Architecture annually.

1.4 OCIO Related Activities

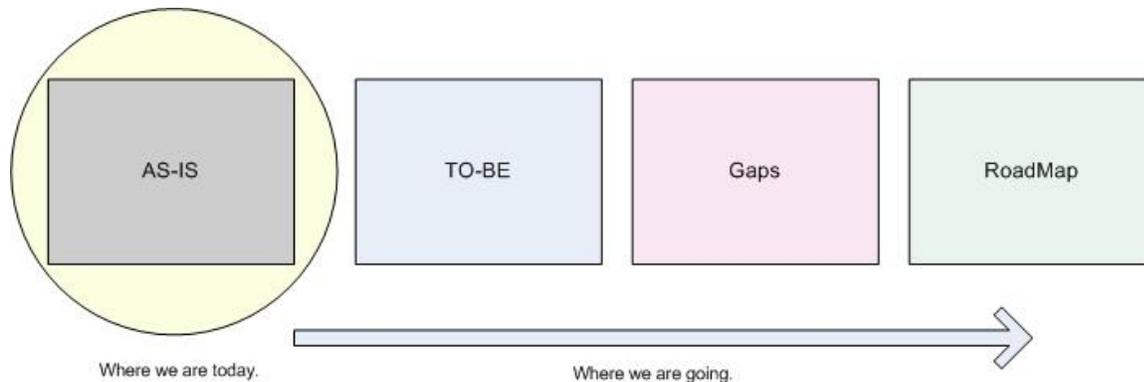
The OCIO has introduced initiatives that interrelate to the collection of EA information by Agencies and departments. The following lists the current initiatives and how they interrelate to the EA information collection efforts defined within.

IT Capital Plan – The IT Capital Plan collects the Administration’s plan for strategic IT investments. This plan provides the strategic direction required for developing EA’s TO-BE targets that are used to support development of planned investments.

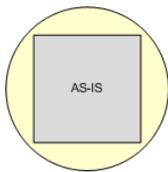
Data Strategy Initiative – The purpose of Data Strategy initiative is for the OCIO to gain an understanding of the systems and data that exists and how the data is used across the enterprise of the State of California. This initiative will lead into the development of the EA Data Reference Model artifact. The initial collection of data was directed at the largest agencies but may be requested to be collected by all departments and agencies in the future.

2 EA Development Life Cycle Methodology

The EA Development Life Cycle Methodology is based on a phased approach. The initial phase is an iterative process for collecting Agency and department information based on the FEA framework. The final three phases are used to analyze the information collected and plan for the future and how to get there. The following diagram depicts the EA Development Life Cycle Phases used to establish the SCEA.

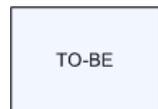


EA Development Life Cycle Phases



To get started the enterprise needs to be identified. This is accomplished by having Agencies and departments inventory their business, solutions, and technologies through a common set of templates and instructions identified in this document. After completing the templates the Agencies and departments submit their templates as an EA Proposal Package to OCIO. OCIO will collect the EA Proposal Package information and populate a common reference library used to establish and refresh the baseline SCEA (“AS–IS EA”). By refreshing the SCEA the OCIO satisfies the FY08/09 EA Proposal requirement in the Supplemental Report. The EA Proposal requirements in the Supplemental Report are the first step toward establishing a State of California baseline EA which is updated annually.

The “AS–IS” phase is an iterative process involving refinement and introduction to additional requests for information. There are five architecture areas that make up the AS-IS (Business Reference Model (BRM), Service Component Reference Model (SRM), Technical Reference Model (TRM), Performance Reference Model (PRM), and the Data Reference Model (DRM)). The objective is to create and populate the five architecture areas starting with the Business Reference Model (BRM) and the Technical Reference Model (TRM). The Agencies and departments will be expected to submit an annual EA Proposal Package to OCIO for updating the State of California EA.



The objective of the “TO–BE” phase is to have the OCIO and the Enterprise Architecture Committee (EAC) create a target architecture. The target architecture is a high level master plan for establishing relationships between business, solutions, technologies, and data. Although it is at a high level, the target architecture is vital to planning the future enterprise direction.

The EAC will identify the target architecture by evaluating the California “AS–IS EA” for common segments of business and technologies that can be leveraged and are considered strategic for the enterprise. The target architecture will be

evaluated on an annual basis and may be revisited based on compliancy change requests to products and solutions.



As segments of architecture begin to form the target architecture the OCIO will identify gaps and overlaps between the “AS-IS EA” and the “TO-BE EA”. The gaps will be used to identify potential opportunities and where Agencies and departments may not be in alignment with the future direction of the State of California EA. Overlaps will identify potential opportunities for leveraging solutions and consolidation.



The objective of the Road Map phase is to establish how the enterprise plans to move from the “AS-IS EA” to the “TO-BE EA” state. By providing a roadmap it helps Agencies and departments make sure the capabilities to achieve alignment with the “TO-BE EA” are in place at the time they are needed.

3 EA Development and Compliance Tools

The EADG is comprised of two distinct set of tools:

EA Development Tools are used to collect information on current business and technologies for establishing the EA reference models and producing the EA Proposals for Agencies and departments to submit to OCIO.

EA Compliance Tools are used to propose changes or introduce new reference model classifications for the BRM and TRM or a specific standard, guideline, or mandate related to a reference model element.

3.1 EA Development Tools

The EADG provides a set of templates that the Agencies and departments use for collecting information to establish the EA reference models. The templates are listed below in the order in which they are normally completed.

[OCIO_001_Business_Template.xls](#) – is used to collect business related information relevant to the Agency or department. The information feeds the creation of the Business Reference Model (BRM).

[OCIO_003_Technology_Template.xls](#) – is used to collect infrastructure information and technology used to support the business. The information feeds the creation of the Technical Reference Model (TRM)

[OCIO 004 Agency Business Rollup Template.xls](#) – is used by each Agency to present to the OCIO a consolidated view of their departments BRM information.

[OCIO 006 Agency Technology Rollup Template.xls](#) – is used by Agencies to present to the OCIO a consolidated view of their departments TRM information.

3.2 EA Compliance Tools

The EADG provides compliance components tool and establishes the EADG standards. These standards are used for both EA Development tools and the compliance component tool to define EA classifications, criteria, and EA artifacts. The compliance component tool is a template used to propose 1) a change to reference model classifications, 2) a new standard 3) a change to an existing standard..

3.2.1 Compliance Components (EADG Standards)

[OCIO EA CC Lifecycle Classification.doc](#) – is used to define the lifecycle classification of an enterprise artifact submitted as part of the EA reference models.

[OCIO EA CC Artifact Type.doc](#) – Artifact Type is the name given to the document or architecture entity types in the reference models. The high-level artifact types leverage the NASCIO terminology and templates (e.g. compliance component). Artifact sub-types are identified to provide further guidance on when to use an artifact type and associated template.

[OCIO EA CC Reference Model Classification.doc](#) – is used to define how artifacts are classified using the Federal Enterprise Architecture (FEA) reference models. The reference model classification identifies the function (e.g. database, middleware) within the enterprise architecture.

3.2.2 Compliance Components Tool

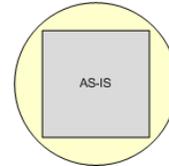
[OCIO EA Compliance Component Template.doc](#) – is used to propose changes to or introduce new guidelines, standards and, legislative mandates.

[OCIO EA Compliance Component Instructions.pdf](#) – the instructions for using the Compliance Component Template.

4 EA Development and Compliance Tools Instructions

The following instructions provide the information necessary to begin documenting the EA. The purpose of the “AS-IS” phase is to identify the business and technology that exist today.

4.1 AS-IS Development



The typical approach to developing an EA is to first identify the lines of business followed by the services that support the lines of business and finally the technology that the services run on. During the first iteration of the “AS-IS” phase the current core business and technologies are identified.

Step 1 – Define the Business

The Business Template is used to map the core business activities to the BRM. The Business Template is used to collect information by department. Core business activities are defined as a set of one or more critical services a particular department provides.

The BRM is broken into the Business Area, Lines of Business, and sub-functions. To provide uniformity departments must use the BRM structure to classify their business activities following the BRM taxonomy provided in the following template.

[OCIO_001_Business_Template.xls](#) – there are six tabs in each template

Business Overview (TAB) – describes the intended use of this document a document glossary and an overview of the fields found in the Department Data (TAB).

Sample Data (TAB) – This is a sample of the Department Data (TAB) filled out.

Business Reference Model (TAB) – Represents the FEA Business Reference taxonomy.

All Reference Models (TAB) – Represents the classification and taxonomy for all the FEA models and their values with descriptions.

Department Data (TAB) – is where data regarding your business is entered. The fields to be completed are as follows:

Data Field Descriptions	
Organization Name	The Organization name field is your department's name
Business Area	The Business Area field is one of the Business Reference Models (TAB) field values that best describe the business area, including Element Name and Identification Number (level BRM #).
Line of Business (LOB)	Identify each LOB associated to the Business Area as defined in the Business Reference Models (TAB), including Element Name and Identification Number (level BRM #.0#).
Sub Functions	Identify the Sub-Functions associated with each LOB as defined in the Reference Models (TAB), Business Reference Models (TAB), including Element Name and Identification Number (level BRM #.0#.#).
Notes	Further qualification beyond reference model classification to describe extent the organization implements this line of business, business function, etc.

Business Areas: Separate government operations into high-level categories relating to the purpose of government (Services for Citizens), the mechanisms the government uses to achieve its purpose (Mode of Delivery), the support functions necessary to conduct government operations (Support Delivery of Services), and the resource management functions that support all areas of the government's business (Management of Government Resources).

LOB : Facilitates a functional (as opposed to organizational) view of the government's LOBs, including its internal operations and its services for the citizens, independent of the agencies, departments, and offices that perform them.

Sub-functions: Each LOB is comprised of a collection of Sub-functions that represent the lowest level of granularity in the BRM.

Step 2 – Define the Technology

Each department will use the Technology Template to map their technologies used to support the services and lines of business. In some cases departments that are Agency dependent, for technology, may not know the technologies that support their lines of business. In this case each Agency is required to identify the technologies that support their department's lines of business and provide that information in the Agency rollup template.

[OCIO 003 Technology Template.xls](#) – there are six tabs in each template

Technical Overview (TAB) – describes the intended use of this document a document glossary and an overview of the fields found in the Agency Data (TAB).

Sample Data (TAB) – This is a sample of the Agency Data (TAB) filled out.

Value Lists (TAB) – These are the values that represent the Life Cycle Classification column in the Agency Data (TAB) and should not be changed.

Technology Organizations (TAB) – These are examples of technologies and their companies.

Technical Reference Models (TAB) – Represents the Technical Reference Model as defined by the FEA taxonomy.

All Reference Models (TAB) – Represents the classification and taxonomy for all the FEA models and their values with descriptions.

Department Data (TAB) – is where data regarding your business is entered. The fields to be completed are as follows:

Data Field Descriptions	
Technology Name	Name of the technology. Either name of product component (e.g., vendor product name) or compliance component (e.g. regulation title (e.g. Privacy Act))
Technology Description	Supply a description of the technology which provides sufficient clarity about the technology's purpose and capabilities
Technology SubType	The Technology Subtype is the base description of the Technology product (e.g., software, hardware). This field should only contain one of the values found in the Value Lists (TAB).

Artifact Type	Valid Artifact Types: Government Best Practice, Government Service, Government Standard, Industry Best Practice, Industry Standard, Open Source, Trend, Vendor Product. This field should only contain one of the values found in the Value Lists (TAB).
Organization Name	The Organization that is responsible for the technology
Element Name	Associated reference model SRM and TRM classification for this technology, including Element Name and Element ID.
Life Cycle Classification	The Life Cycle Classification is your department's information that best defines the state of technology you're documenting. This field should only contain one of the values found in the Value Lists (TAB)
Usage	Further qualification beyond reference model classification to describe technology usage within the organization

Step 3 – Document the Strategic Segments of Technology

It is a fairly common practice for large disparate organizations to identify specific segments of architecture that are deemed strategic to the enterprise. With the identification of strategic segments of architecture the identification of technology or services is the starting point and the lines of business that employ the strategic segments are defined next.

The OCIO has identified two candidates as strategic enterprise service segments. Both are strategic to gaining economic and business service advantage for the enterprise.

1. Email Server – The server coordinates correspondence between two or more people via an electronic messaging service. Examples include (MS Exchange Server, IBM Lotus Domino, Novel GroupWise, etc.)
2. Identity Management – (ID Management) is a broad administrative area that deals with identifying individuals in a system (such as a country, a network, or an enterprise) and controlling their access to resources within that system by associating user rights and restrictions with the established identity. Examples include: (MS Active Directory, Oracle Identity Management, IBM Tivoli, etc.)

Each department will document the Email Server and ID Management solution being used in their department by adding to the Technical Spreadsheet filled out in Step 2.

Step 4 – Agencies Roll-Up Department Information

Agencies with constituent–departments shall consolidate their departments Business and Technical templates into the provided agency rollup templates. Entities that do not report to an Agency are asked to fill out the agency rollup templates as well.

[OCIO 004 Agency Business Rollup Template.xls](#) – The fields to be completed are as follows:

Data Field Descriptions	
Business Area / Line of Business	Static Data which represents the Business Area and Line of Business defined in the BRM
Sub Function	Static Data which represents the Sub Functions under the Line of Business as defined in the BRM
Department Data	Each column header after the Sub Function Data Field will be labeled with the Agencies reportable departments' name. Each row under the department column header will have an "X" placed in it to represent the departments identification of the Business Sub Function identified in the Business Templates. This data is found in the Business Templates provided by each department.

[OCIO 006 Agency Technology Rollup Template.xls](#) – The fields to be completed are as follows:

Data Field Descriptions	
Service Area	Static Data which represents the Service Areas defined by FEA in the TRM.
Component	Static Data which represents Components of technology defined by FEA in the TRM.
Department Data	Each column header after the Sub Function Data Field will be labeled with the Agencies reportable departments' name. Each row under the department column header will have an "X" placed in it to represent the departments identification of the Component identified in the Technical Templates. This data is found in the Technical Templates provided by each department.

Step 5– Compliance Components Modification

At any point during the EA development lifecycle an Agency or department may propose changes to Compliance Components by submitting a Compliance

Component Modification Template. The submission of a Compliance Component Modification Template will be handled through the EA Governance Process identified in the EA Policy.

Note: Step 5 is considered optional and should only be used to propose changes or introduce new guidelines, standards, and legislative mandates.

5 Submission

There are two submission package types. The first is the EA Proposal Package described in Section 5.1 below that is due June 30, 2009. The second is the EA Compliance Package described in Section 5.2 below which are used to propose modifications.

5.1 EA Proposal Package

Entities that do not report to an Agency Secretary would only fill out a department transmittal form. Agencies with Agency Secretaries fill out Agency transmittal form and their constituent–departments fill out the department transmittal form.

Submitters – Agency and their constituent–departments or by entities that do not report to an Agency Secretary such as Constitutional Offices, the California State Lottery, or the Student Aid Commission.

Time Frame – EA Proposal Package is due by close of business June 30, 2009.

Delivery Method – Packages shall be delivered as attachments in an email addressed to EASubmission@cio.ca.gov with the subject title of “EA Proposal Submission”.

Format – all templates found within the submission package shall remain in the native template format provided in the toolkit. The submission package shall be compressed using the zip format.

Package Content – At a minimum the EA Proposal Package will consist of:

- [*The signed Agency EA Proposal Executive Approval Transmittal*](#)
- [*The signed Department EA Proposal Executive Approval Transmittal*](#)
- [*OCIO 004 Agency Business Rollup Template.xls*](#)
- [*OCIO 006 Agency Technology Rollup Template.xls*](#)
- [*OCIO 001 Business Template.xls*](#)
- [*OCIO 003 Technology Template.xls*](#)

5.2 EA Compliance Package

EA Compliance Packages are submitted when an Agency or department wants to propose changes to or introduce new guidelines, standards, and legislative mandates that have not been identified in the “AS-IS EA” or EA framework being used. EA Compliance Packages that are submitted will be the entry point to the EA Governance Process.

Entities that do not report to an Agency Secretary would only fill out a department transmittal form. Agencies with Agency Secretaries fill out Agency transmittal form and their constituent-departments fill out the department transmittal form.

Submitters – Agency and their constituent-departments or by entities that do not report to an Agency Secretary such as Constitutional Offices, the California State Lottery, or the Student Aid Commission.

Time Frame – No time frames are attached to this package type

Delivery Method – Packages shall be delivered as attachments in an email addressed to EASubmission@cio.ca.gov with the subject title of “EA Compliance Submission”.

Format – all templates found within the submission package shall remain in the native template format provided in the toolkit. The submission package shall be compressed using the zip format.

Package Content – At a minimum the EA Compliance Package will consist of:

At least one of the following;

- [*The signed Agency EA Proposal Executive Approval Transmittal*](#)
- [*The signed Department EA Proposal Executive Approval Transmittal*](#)

From one to many of the following:

- [*OCIO EA Compliance Component Template.doc*](#)

5.3 Future Packages and Submissions

Future Agency and department EA submissions are anticipated as OCIO begins to refine the state EA. Future submissions will include the collection of EA information for the;

Refinement of TRM and BRM – After collecting the Core “AS-IS EA” information OCIO anticipates a further collection of BRM and TRM information for non essential business and technology data.

Performance Reference Model – performance related information

Service Component Reference Model – a business and performance-driven, functional framework that classifies Service Components with respect to how they support business and/ or performance objectives.

Data Reference Model – additional data information that may not been collected during the Data Strategy Initiative.

Annual Submission – after the initial establishment of the State EA it is anticipated that there will be a need for the Agencies and departments to submit an annual EA Proposal used to ensure the State EA is accurate and up to date.

6 References

6.1 Links

National Association of State Chief Information Officers (NASCIO)

[“NASCIO Toolkit v3”](#)

[“NASCIO Toolkit Business Architecture”](#)

[“NASCIO Toolkit Technology Architecture”](#)

[“NASCIO Toolkit Solution Architecture”](#)

Federal Enterprise Architecture (FEA)

[“FEA Practice Guidance Nov. 2007”](#)

[“FEA Reference Model Mapping Quick Guide”](#)

6.2 Acronyms

BRM	Business Reference Model
EA	Enterprise Architecture
EAC	Enterprise Architecture Committee
EAs	Enterprise Architects
EADG	Enterprise Architecture Developers Guide
FEA	Federal Enterprise Architecture
IT	Information Technology
LOB	Line of Business
NASCIO	National Association of State Chief Information Officers
OCIO	Office of the Chief Information Officer
SCEA	State of California Enterprise Architecture

SRM	Service component Reference Model
TRM	Technical Reference Model
SME	Subject Matter Expert

6.3 Document Maintenance

This document will be updated as needed and will be reflected in the revision history log. The revision history log will reflect the incremental update of the version number and the date, the owner making the change, and the change description.